

Message Text

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E.O. 11652: NA
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SUBJECT: PROPOSED RAND CORPORATION STUDY OF NATO PEACE-TO-
- CRISIS TRANSITION

REF: STATE 123908

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1. UPON REFLECTION WE BELIEVE THAT A STUDY ON THE MANNER
IN WHICH NATO WOULD MOVE FROM PEACE TO CRISIS OR
HOSTILITIES COULD BE A USEFUL TOOL FOR DEVISING US
POLICY. WE RECOGNIZE THE HIGH QUALITY OF THE PEOPLE
SCHEDULED TO CARRY OUT THE PROPOSED RAND STUDY AND
BELIEVE THEY AS INDIVIDUALS ARE EQUIPPED TO DO A
USEFUL JOB.

2. IN OUR VIEW THE PROBLEMS OF TRANSITION FROM PEACE
TO CRISIS ARE IMPORTANT TO STUDY. ALTHOUGH NATO HAS
WORKED HARD TO DEVELOP LOGICAL AND RATIONAL PROCEDURES
AND INSTITUTIONS TO DEAL SYSTEMATICALLY WITH CRISIS,
FURTHER ANALYSIS OF POTENTIAL PROBLEM AREAS IN THE
MACHINERY WOULD BE USEFUL.

3. NEVERTHELESS, WE ARE NOT FULLY CONVINCED THAT THE
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RAND PROPOSAL IS THE PROPER METHOD WITH WHICH TO
TACKLE THE PROJECT. WE ARE PARTICULARLY CONCERNED
THAT A UNILATERAL US CONTRACTED STUDY MIGHT BE PERCEIVED
AS A RETREAT FROM THE CONSULTATIVE PROCESS WHICH WE
HAVE USED IN CONNECTION WITH ANALYZING THE "CRISIS
MANAGEMENT ISSUE" IN NATO, FOR EXAMPLE IN CONNECTION
WITH NATO EXERCISES SUCH AS THE RECENTLY COMPLETED

HILEX-8.

4. WE ARE NEUTRAL, THEREFORE, AS TO WHETHER THIS
290,000 DOLLAR, FOR THE FIRST YEAR ALONE, STUDY COULD
BEST BE CARRIED OUT THROUGH OUTSIDE CONTRACTORS OR
WHETHER IT MIGHT NOT BE BETTER DONE "IN HOUSE" THROUGH
REINFORCING THE CONSULTATIVE WORK ON THIS ISSUE ALREADY
UNDERWAY AT NATO.

5. PERHAPS THE MOST APPROPRIATE APPROACH, IF THE RAND
STUDY IS APPROVED, IS TO MAKE CLEAR THAT WE SEE IT
AS PART OF A US CONTRIBUTION TO A FOLLOW-ON ALLIANCE-WIDE
STUDY OF THE SAME ISSUE. GLITMAN

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